



Departmental Quarterly Performance Report

Department Name: Solid Waste Management

Reporting Period: FY 2003 2nd quarter

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County Mgr. Priority (Circle One): *People* (**Service**) *Technology* *Fiscal Responsibility*

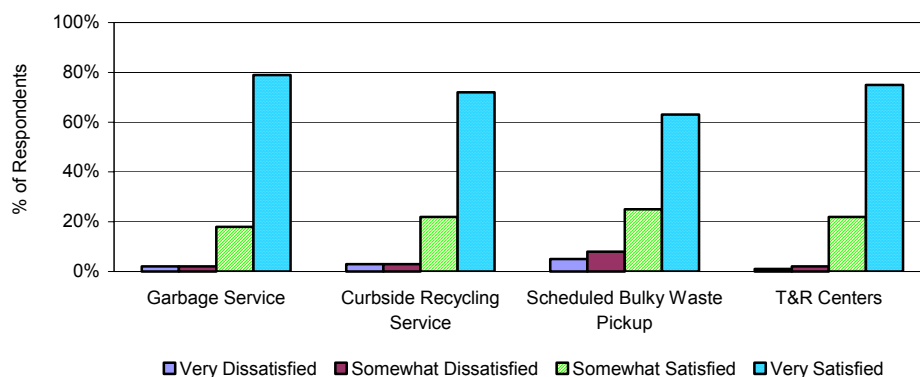
A. Goal Improve the quality and efficiency of customer service; automate and link customer service

Objective 1 Maximize (within budget) overall customer satisfaction for all DWSM services

Objective 2 Reduce response time for residential bulky waste pick-up from six to three days

Market survey response for garbage and trash collections

CUSTOMER SATISFACTION LEVELS FOR DWSM SERVICES



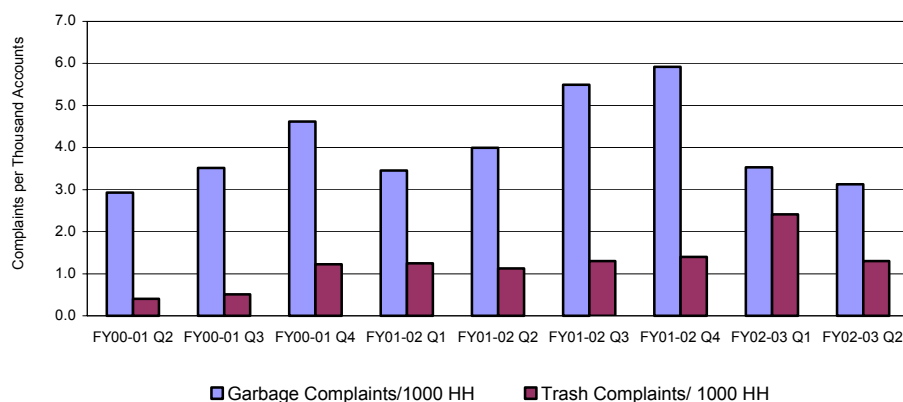
Customer Survey conducted May 2002

☐ Strategic Plan
☒ Business Plan
☐ Budgeted Priorities
☒ Customer Service
☐ ECC Project
☐ Workforce Dev.
☐ Audit Response
☐ Other _____
 (Describe)

County Mgr. Priority (Circle One): *People* (**Service**) *Technology* *Fiscal Responsibility*

Service complaints per thousand accounts

GARBAGE AND TRASH SERVICE COMPLAINTS PER THOUSAND ACCOUNTS



☐ Strategic Plan
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☐ Other _____
 (Describe)

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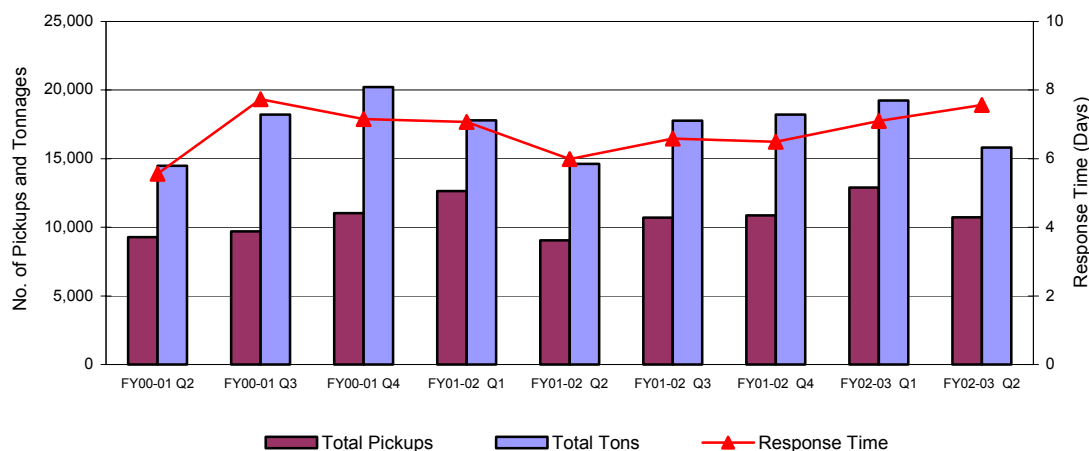
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County Mgr. Priority (Circle One): *People* **(Service)** *Technology* *Fiscal Responsibility*

Bulky waste response time to three day bench mark

BULKY WASTE PERFORMANCE MEASURES



☐ Strategic Plan
☒ Business Plan
☐ Budgeted Priorities
☒ Customer Service
☐ ECC Project
☐ Workforce Dev.
☐ Audit Response
☐ Other
 (Describe)

County Mgr. Priority (Circle One): *People* **(Service)** *Technology* *Fiscal Responsibility*

B. Goal Provide integrated solid waste services and facilities that promote operational efficiency

Objective 1 Evaluate, test, implement and monitor solid waste collection and disposal technologies found to be economical via industry evaluation and standards

Objective 2 Establish, implement and maintain productivity enhancement actions to lower unit cost from current levels in Collections

Disposal: Reduce disposal operating costs through use of fines as cover at North Dade Landfill

Status: One year study underway scheduled for completion at the end of FY03.

Collections: Implementation rate for automated (one arm) collection technology including unit cost per route comparison

Status: A pilot was implemented in the fourth quarter of FY 01-02 in South Dade and continued through the first quarter of FY 02-03. Due to operational problems, including unsurfaced roads, the South Dade pilot was suspended on December 27, 2002. A revised pilot began on March 17, 2003 in the Biscayne Gardens area where approximately 900 households are currently being serviced. DSWM was to begin a four year phase-in program at the beginning of FY 02-03 with fifty-seven automated routes; however, due to procurement delays, the phase-in has been delayed until the fourth quarter of FY 03. Phase-in will begin with eight automated routes.

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C. Goal Provide solid waste service and facilities that promote and enhance public health, sanitation and the environment

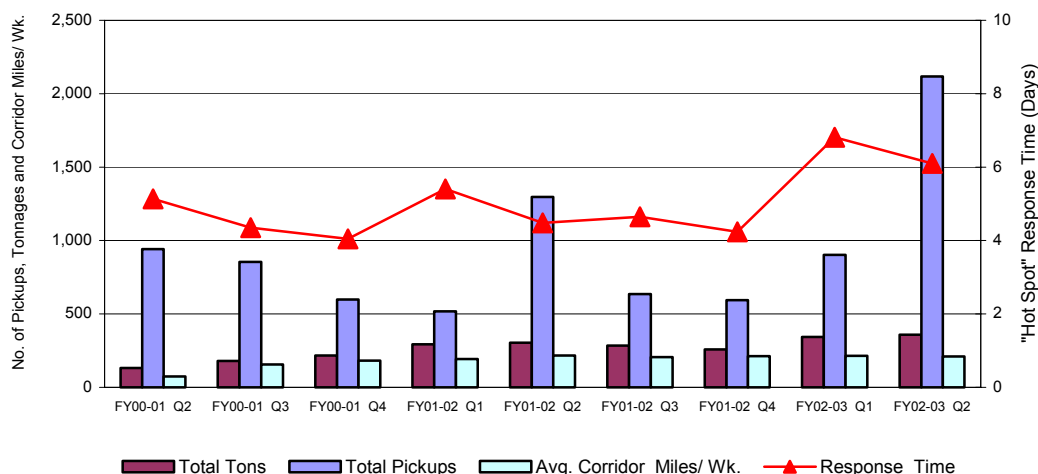
Objective 1 Meet litter collection demands at current generation rates and enhance program to clean right of way corridors

Objective 2 Implement and maintain programs to minimize the generation of household hazardous waste and assure safe convenient disposal

Number of litter hotspots, response time and corridor miles service

☐ Strategic Plan
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☐ Audit Response
☐ Other _____
 (Describe)

LITTER PERFORMANCE MEASURES

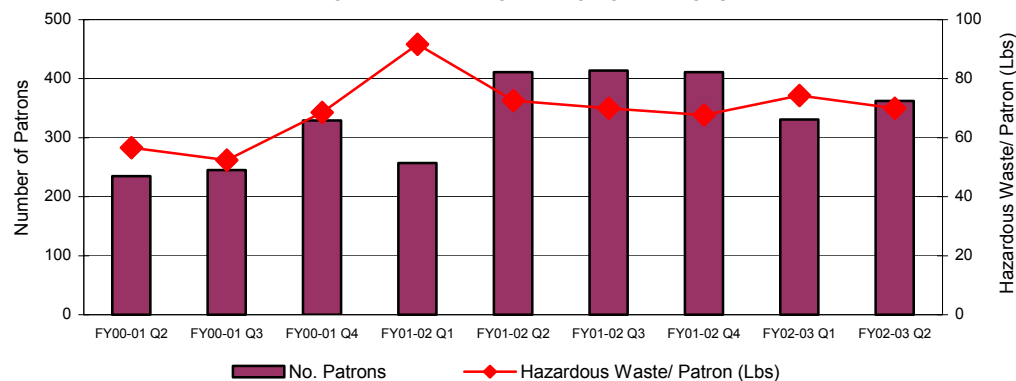


County Mgr. Priority (Circle One): *People* **(Service)** *Technology* *Fiscal Responsibility*

Number of citizens participating (should increase over time) and number of pounds of hazardous waste collected per year per patron (should decline over time)

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 (Describe)

HOME CHEMICAL COLLECTION OPERATIONS



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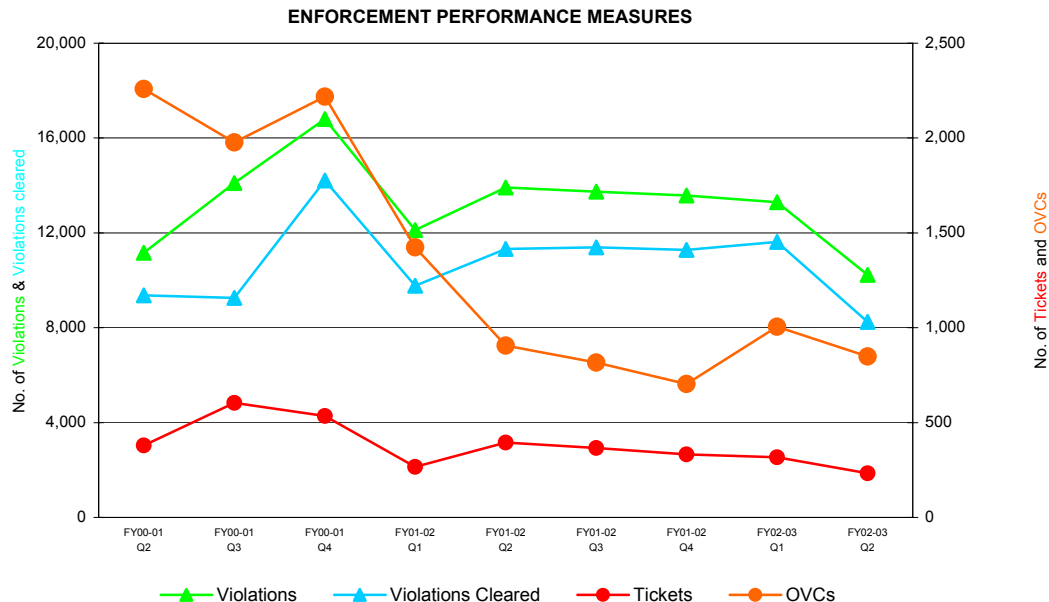
County Mgr. Priority (Circle One): *People* **(Service)** *Technology* *Fiscal Responsibility*

D. Goal Provide residential code enforcement that complies with Chapter 15 requirements within the DWSM service area

Objective 1 Ensure efficient and cost effective use of enforcement staff time during work day in order to maximize productive time in field

Objective 2 Reduce (over time) the number of OVC's (illegally dumped piles of debris)

Number of violations, violations cleared, tickets and OVC's



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<p>County Mgr. Priority (Circle One): <i>People</i> (Service) <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Budget Enhancements and Service Improvements</p> <p>Solid Waste Collections</p> <ul style="list-style-type: none"> Automated Collections Status: (See Page 3) Landscaper program reconfiguration Status: Proposed pay per load program eliminated at the second FY 02-03 Budget Hearing. Revised ordinance prepared with input from small owner operators. The first reading was on March 11, 2003. CPI fee adjustments in Collections Status: Not implemented in FY 02-03 SWM Strategic Plan for Collections Status: Plan update to be incorporated in FY 03-04 Proposed Budget <p>Solid Waste Disposal</p> <ul style="list-style-type: none"> Debt Reissuance Evaluation Status: Consultant assigned with recommendations to be included in the FY 03-04 budget process. 	<p>___ <i>Strategic Plan</i> <u>x</u> <i>Business Plan</i> <u>x</u> <i>Budgeted Priorities</i> <u>x</u> <i>Customer Service</i> ___ <i>Workforce Dev.</i> ___ <i>ECC Project</i> ___ <i>Audit Response</i> ___ <i>Other</i> _____ <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> (Service) <i>Technology</i> <i>Fiscal Responsibility</i></p> <p>Countywide Initiatives</p> <p>Customer Service Improvements</p> <ul style="list-style-type: none"> The Department is on track to integrate into the Countywide CSR (311) by November 2003 <p>Efficiency Initiatives</p> <ul style="list-style-type: none"> FY 2000-01 Process Improvement Team (PIT) recommendations are being reviewed and selected recommendations will be incorporated in the Business Plan and the FY 2003-04 Proposed Budget: <ul style="list-style-type: none"> Employee initiated route size increase (ECC #225) Update: The Garbage Division has scheduled a meeting for the third quarter of FY 02-03 with the labor union to discuss this issue. Enforcement wireless (ECC #785) Update: Project pending receipt by ITD of new card technology to be adopted by the county. Estimated implementation August 2003. Pilot program for automated garbage collection (ECC # 402) Update: (See Page 3) Transition automated collections pilot to programmed routes (ECC #854) Update: In FY 2003, DSWM will continue pilot with four automated loaders (see ECC# 402). FY 2004, implement an additional forty automated loaders and service a total of seventy-nine automated routes. 	<p>___ <i>Strategic Plan</i> <u>x</u> <i>Business Plan</i> ___ <i>Budgeted Priorities</i> <u>x</u> <i>Customer Service</i> ___ <i>Workforce Dev.</i> <u>x</u> <i>ECC Project</i> ___ <i>Audit Response</i> ___ <i>Other</i> _____ <i>(Describe)</i></p>

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Strategic Planning Activities

- Current Departmental Strategic Plan released March 1995; plan update is rescheduled for FY 2002-03 in conjunction with countywide activities coordinated through the Office of Performance Improvement

Information Technology Projects

- Roster Automation Phase II
 - Provide for automated roster which enables and migrates manual time and attendance system to an automated function; tracks unit labor and equipment costs for management reporting;
 - Start Date: August 2002
 - End Date August 2003
 - 20% Complete
 - Impacts: Efficiency in management reporting; lower unit cost in administration operations
- Scalehouse Control System
 - Replace existing scalehouse control system with an integrated weighing, billing and reporting package
 - Start Date: April 2001
 - End Date: March 2004
 - 40% Complete
 - Impacts: Replaces dated system made up of four separate software components, no longer supported by original manufacturers; will increase the efficiency of disposal billing and collection; provide for more accurate reporting of tonnage and reduce overall system error; security component included
- Vax Applications Mitigation
 - Migrate systems off the DEC VAX platform to the IBM RISC6000 Oracle Platform
 - Start Date: June 2001
 - End Date: December 2003
 - 90% Complete
 - Impacts: Eliminates old IT development technology; will facilitate IT hiring pool; will improve applications development process and staff productivity and will eliminate approximately \$330,000 in maintenance costs
- Overtime Reporting System
 - Interface with payroll system to capture PAR overtime and reconcile with division entries
 - Start Date: August 2002
 - End Date: June 2003
 - 60% Complete
 - Impacts: Eliminates the manual tracking of overtime for budget and for expenditure monitoring
- Temporary Employee System
 - Provides the capture of temporary help hours and wages for agencies' invoice balancing
 - Start Date: March 2002
 - End Date: June 2003
 - 70% Complete
 - Impacts: Eliminates the manual tracking of temporary help for budget and for expenditure monitoring

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Personnel Summary

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	1,046	1,088	1,054	34	1,050	38				

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies

Deputy Director, Chief of Service Development, Special Projects Administrator 1 and Administrative Officer 3

C. Turnover Issues

Consistent turnover within operations due to promotional opportunities

D. Skill/Hiring Issues

N/A

E. Part-time, Temporary and Seasonal Personnel

(Including the number of temporaries long-term with the Department)

Part-time (32) - Waste Collector P/T (30) Waste Service Clerk 1 (2)
 Temporary (151 FTE) - 7 FTE Administrative, 144 FTE Laborers
 Seasonal (N/A)

F. Other Issues

N/A

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FINANCIAL SUMMARY

(All Dollars in Thousands)

	PRIOR YEAR Actual	CURRENT FISCAL YEAR						
		Total Annual Budget	Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
Revenues								
♦								
♦								
♦								
♦								
Total								
Expense*								
Activity 1								
Activity 2								
Activity 3								
Total								

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Equity in pooled cash (for proprietary funds only)

Fund/ Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
Total					

Comments:

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

Major Departmental Issues

Current

- Collections revenue does not cover collections' cost; department now using restricted reserves and one time revenue to fund operations
- Implementation of collections efficiencies to include automated routes and more efficient bulky operations

Long-term

- Development and implementation of strategy to maintain high standard of service and good relations with the new cities as they continue to incorporate in order to hinder/forestall the generation of any desire on their part to leave the system
- Development and implementation of a strategy to insure retention of existing long term disposal agreements with (older) cities for a minimum of an additional ten years
- Long term closure response related to Homestead and Virginia Key

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DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Signature Department Director

Date _____

Financial Summary

Solid Waste Management
Fiscal Year 2002 - 2003

Fund 470 - Collections

SECOND QUARTER

(All Dollars in Thousands)

	Prior Yr.FY02	Total	CURRENT FISCAL YEAR 2002 - 03					% of
	Actual	Annual Budget	Quarter		Year-to-Date		\$ Variance	% of Annual Budget
			Budget	Actual	Budget	Actual		
Revenues								
Waste Collection	\$105,296	\$106,076	\$26,519	\$22,165	\$53,038	\$88,841	\$35,803	84% 1
Rate Stabilization Transfer	\$0	\$9,220	\$2,305	\$0	\$4,610	\$0	-\$4,610	0% 2
Transfer from Disposal Oper.	\$0	\$1,684	\$421	\$0	\$842	\$0	-\$842	0% 3
Carryover	\$12,781	\$673	\$168	\$0	\$337	\$1,462	\$1,125	217% 4
Total	\$118,077	\$117,653	\$29,413	\$22,165	\$58,827	\$90,303	\$31,476	77%
Expense								
Administration	\$10,153	\$9,723	\$2,431	\$3,373	\$4,862	\$5,778	-\$917	59%
Garbage Collection	\$55,250	\$55,808	\$13,952	\$13,511	\$27,904	\$28,429	-\$525	51%
Trash Collection	\$39,795	\$31,286	\$7,822	\$9,833	\$15,643	\$20,016	-\$4,373	64% 5
UMSA Enforcement, Litter/Illegal Dumping	\$6,466	\$6,546	\$1,637	\$1,414	\$3,273	\$2,667	\$606	41%
UMSA Recycling Operations	\$9,944	\$10,407	\$2,602	\$2,375	\$5,204	\$4,998	\$205	48%
Transfer to Capital Sub-Fund	\$1,330	\$3,882	\$971	\$152	\$1,941	\$492	\$1,449	13% 6
Reserves	\$0	\$0	\$0	NA	\$0	NA		
Total	\$122,938	\$117,653	\$29,413	\$30,658	\$58,827	\$62,380	-\$3,554	53%

Equity in Pooled Cash

Fund/Subfund	Prior Yr.FY02	Projected at Year-end as of			
	Year End	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenues less Expenditures	-\$4,862	Financial	\$27,923	Financial	-\$14,733
Rate Stabilization Transfer	\$5,171	Statements Prepared		Statements Prepared	\$3,733
Prior Year Correction for Capital	\$0	at end of	\$0	at end of	
Transfer from Fund 490	\$0	Second Quarter	\$0	Third Quarter	\$11,000
Balance Sheet Changes	\$1,153		-\$1,855		
Total	\$1,462		\$26,068	\$0	\$0

Comments:

Revenue:

- Waste Collection 1) Majority of household fee is received in the first quarter from the Tax Collector's Office.
Rate Stabilization Transfer 2) Actual amount not determined until end of year.
Transfer from Disposal Oper. 3) Actual amount not determined until end of year.
Carryover 4) Year end reclassification of expenses to Fund 490.

Expense:

- Trash Collection 5) Reflects increase in disposal charges of \$4 million due to landscaper tonnage.
Transfer to Capital Sub-Fund 6) Transfers to capital projects due to timing of capital projects and reprogramming.

Solid Waste Management
Fiscal Year 2002 - 2003

Fund 490 - Disposal

SECOND QUARTER

(All Dollars in Thousands)

	Prior Yr.FY02	Total	CURRENT FISCAL YEAR 2002 - 03					% of
	Actual	Annual Budget	Quarter		Year-to-Date		\$ Variance	% of Annual Budget
			Budget	Actual	Budget	Actual		
Revenues								
Disposal Operations	\$139,723	\$127,942	\$31,986	\$40,451	\$63,971	\$69,675	\$5,704	54%
Carryover	\$46,281	\$50,159	\$12,540	\$0	\$25,080	\$59,062	\$33,983	118% 1
Total	\$186,005	\$178,101	\$44,525	\$40,451	\$89,051	\$128,737	\$39,687	72%
Expense								
Administration	\$8,569	\$10,801	\$2,700	\$1,661	\$5,400	\$3,498	\$1,902	32% 2
Compliance Dev. & CW Recycling	\$3,704	\$4,738	\$1,184	\$1,070	\$2,369	\$1,947	\$421	41%
Disposal Facilities Operations	\$94,933	\$93,206	\$23,302	\$25,913	\$46,603	\$47,395	-\$792	51%
Transfer Operations	\$17,822	\$16,652	\$4,163	\$4,446	\$8,326	\$9,046	-\$720	54%
Transfer to Capital Sub-Fund	\$931	\$7,463	\$1,866	\$466	\$3,732	\$2,125	\$1,607	28% 3
Reserves	\$0	\$45,242	\$11,311	\$0	\$22,621	NA		
Total	\$125,960	\$178,101	\$44,525	\$33,556	\$89,051	\$64,011	\$2,418	36%

Equity in Pooled Cash

Fund/Subfund	Prior Yr.FY02	Projected at Year-end as of			
	Year End	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenues less Expenditures	\$60,044	Financial	\$64,726	Financial	\$59,782
Prior Year Correction for Capital	\$0	Statements Prepared	\$0	Statements Prepared	
		at end of		at end of	
Transfer to Fund 470		Second Quarter		Third Quarter	-\$11,000
Balance Sheet Changes	-\$982		-\$6,121		
(Advance to Bond Fund)/Repayment	\$0		\$0		
Total	\$59,062		\$58,605		\$48,782

Comments:

Revenue:

- Carryover 1) Carryover is reported in the first quarter. Reflects increases in disposal revenue tons \$4.7 m, electrical revenue \$6 m, and lower than projected prior year operating expenditures (-\$.73 m), contract disposal (-\$1.49 m) and transfer to capital projects (-\$3.5 m).

Expense:

- Administration 2) Reflects delays in capital purchases and timing of contractual payments.
Transfer to Capital Sub-Fund 3) Transfers to capital projects due to timing of capital projects and reprogramming.